

SECRET

Approved For Release 2001/03/02 : CIA-RDP78-03362A000800010002-8

SECURITY - PART II

I'll try to cover the functions, the organizational setup of the Security Office in a short period. We only have 55 minutes. We have to give to some of those who have been here for some time some new insight into Security Office operations, the positive side of security operations versus some of the negative things that we think of security as being, and also for those who have not been with the Agency too long, to give you enough of the basic thinking that goes on in the Security Office relating to our phase of operations in the Agency.

Now, as you know, the Security Office reports to the Deputy Director for Administration. It's on the support side of the Agency, as compared to the DD/I and the DD/P complex. Our head of the Office is called Director of Security. He is assisted by a Deputy Director and also an Executive Officer. Then we have four main staffs and three divisions, you see on the chart here. I'll talk about them in the order from left to right in each instance here; and I understand that there are people in this class also from the support side of the Agency, namely the DD/A components, or in the DD/P complex the support elements are such organizations.

Well, coming to the very first box on the chart, here at the staff level, we see a staff called Administration and Training Staff. To my way of thinking, and to the way of thinking of the Security Office, such a support element is not only a necessity but of vital importance in the carrying out of any of our Agency operations, and especially clandestine operations. Because we can plan the best operation in the world and put it on paper, but if we can't support it adequately and in a secure manner, a lot of our efforts will just be wasted, as we all know. So, we are thinking in terms of our own administration—the Training Staff like to think of it as the part of the operation which really makes the machine go. It's the input that makes the machine work.

Approved For Release 2001/03/02 : CIA-RDP78-03362A000800010002-8

SECRET

~~SECRET~~

Approved For Release 2001/03/02 : CIA-RDP78-03362A000800010002-8

- 2 -

to make sure that things operate smoothly. I think that I don't need to go into much more than that--we all know that in any private organization, in government organization, such a staff is one of the very essential and important parts of an organization to make it click.

Now, on the Administration side of the picture, as the Security Office is, you'll always hear reminders of don't do this, don't do that, don't leave any classified information out. [REDACTED] just reminded you about some rooms upstairs. Those things are, in a way, like the reminders on the walls here, of safes with "Open" signs on them, etc., all negative reminders of security. We also like to point out that we do have a very positive side of the operation; just as a mission, the support group here is something positive--it assists

[REDACTED]

these positive features in the support elements which would go out and see where we can do things better, take the initiative in finding any weak spots and making suggestions for their remedy.

Well, the next staff that we see is the Security Research Staff. It's a small staff in terms of numbers, but a very vital part of the overall Agency operations. It performs liaison with its counterpart in the DD/P complex and the FI part of the operation, namely Staff C. This particular Security Research Staff, by its title doesn't tell you much, but it is primarily concerned with counterespionage and foreign intelligence operations. It is a small staff and there are counterparts of that particular research staff in two of the major divisions that you see on the lower level of the chart, namely in the Security Division and the Special Security Division. Each division has a CE officer who is charged with the responsibility to review the work that is conducted, performed by the divisions--investigations, various file reviews,

Approved For Release 2001/03/02 : CIA-RDP78-03362A000800010002-8

~~SECRET~~

~~SECRET~~

and other normal activities of a person engaged in that type of operation. So there again is another positive step that is taken by the Security Office to assure that only those people who are considered to be the best from a security standpoint are permitted to come within the walls of the Agency, so to speak, and to be taken in confidence into the very serious business that we conduct in this Agency.

The next staff that we see is the Alien Affairs Staff. Again, it's a small operation, but those of you who have run various operations involving aliens know that advice and counsel received through this particular staff can save you many a headache. And if you, or your Case Officers, or any persons that you deal with, have any problems in relation to aliens--their entrance into this country, any persons who might be considered for defectors, any individuals that you might bring into this country for training or for any other purposes--if they are alien, this particular office in the Security Office is charged with the responsibility of conducting with the Immigration and Naturalization Service all liaison with such Agency as may be affected. This particular office, by Agency regulation, is charged with certain responsibilities in carrying out the provisions of Section 8 of the Act of 1949, I believe it is, concerning aliens used by this Agency, which this Agency is sponsoring for admittance into the United States, or under such an aid of our act whereby a certain number are permitted to come into the country each year. There are many provisions that come into the handling of aliens. If you want to take an alien today, offer him employment with the idea that five years from now we will guarantee him citizenship, or we will guarantee him admittance to this country, etc., it is always best to plan ahead, so that we know what the individual is going to do, say, five years hence. Where has he been, what has he been doing, where has he worked? Because, five years from today, the date

~~SECRET~~

~~SECRET~~

for which we offer an alien certain types of employment and make commitments to him, which we as Case Officers might do, within our rights, the individual would have to hold up his hand before a court and swear that everything he is about to say is true, so help him. If he tells a lie, and gets caught at it, he will be disbarred from citizenship and probably deported. So any advice or counsel that you get from the Alien Affairs Officer prior to engaging in such operations will, no doubt, pay off many dividends and make your work easier in the long run. There's an old saying--"An ounce of prevention is worth a pound of cure," which is certainly so. I think that you will all agree that it's much better to have a successful operation and conclude it peacefully than to get into an operation and have some flaps occur. I know it's not too good, but we do have them happen once in a while. The Security Office can provide you that particular service. I think it would be well worth anyone's while to avail himself of such services of this particular office.

The next staff is the Security Control Staff, and again in smaller numbers, as all of the staffs are, it has a multitude of functions. It has security policies of the Agency to consider--dissemination policies, certain security aspects of international agreements, representation of certain international conferences, the approval of individuals making speeches, going to certain schools where it is not a part of Agency activity--any circumstance where security approval must be obtained before any of us engage in any such activities. Publication of an article, writing a class paper, etc. All of these various literal items, as the latter part of these which affect us as individuals are the particular concern of this staff. Also the approval to conduct liaison with other agencies of the Government regarding programs of this Agency, from a standpoint of programming--I do not mean from a detailed operational standpoint. If you want to lay out a certain major type of an operation, in a

~~SECRET~~

certain part of the world, maybe we should go over and talk to State Department officials to get guidance. Maybe we would want to talk to a specific individual--is it all right to talk to him? This particular staff will tell you yes or no, depending on the situation, the current day's information, what-have-you. Naturally you wouldn't want to go over and talk to a person in another government agency if it were known that that person was about to be brought before a loyalty board. I'm sure he wouldn't want to go out and talk to anyone. Well, by checking in with our Liaison Control Branch, all that information is made available to you, and it might not be available to other individuals in other government departments, so it's a safety valve, another security precaution and a protective device so that information of classified nature which we have and which we control on a "need-to-know" basis in dealing with other agencies is adequately protected in such a manner. That about comprises the staff level of the Security Office in about as short an approach as I can give it to you.

Getting to the three major divisions where your strength, man-power-wise, would be, where the field of activities is concerned, I'd like first to touch briefly on the Security Division. This particular division is concerned with three broad functions: Physical Security, Personal Security, and Specialized Interview Techniques. Security Division concerns itself with the overt employees of the Agency, and those individuals who are under official cover and within official cover, light official cover as compared with deep official cover. The division is broken down into three branches and I think the description of each branch will be the best method of presentation of the detailed functions of this operation. Then you can see how the security mechanism works, and you as individuals will be able better to serve as Security Officers of the Agency, as each one of us is considered to be.

~~SECRET~~

That is the primary function. Each of us is more or less a Security Officer. It's our responsibility to protect the identities of individuals, to protect classified information, and to protect information regarding Agency operations. So in order to protect the overt and the light cover operations of the Agency, Security has these three branches that I will tell you about.

The Security Division has, first, a Physical Security Branch--the safes, the emergency exits, the pictures on the walls, the guards, the receptionist system, the fences, protection of installations [REDACTED]

25X1A
25X1A

[REDACTED] that type of thing--falls within the Physical Security Branch. Also to review certain of our Agency operations here, to assure ourselves that the physical buildings that we are occupying are as secure as can be, many methods can be employed. We have, naturally, the guards; various control systems; also, you have an emergency force which can go into action in case of fire or what-have-you. But they are some of the physical aspects of security operations in this Agency. They're all known to you; you see them every day, but there are specialists who will give you advice and training in certain of these fields where specialized needs are required by various components of the Agency. The particular staff, the badge system, every little part fits into its niche, more or less, as should be, because unless security is overall, in entirety, complete, you have a weak link, as we all know. Anyplace throughout the entire chain, then, the possibilities of breaking the entire chain are there. This is one part of the entire chain to strengthen the Agency security network, more or less.

The next operation is the Personal Security Branch and it is involved with the clearance of staff employees. A staff employee, a person who is going to be employed in these buildings, who can walk in and out every day,

~~SECRET~~

~~SECRET~~

- 7 -

can admit he's CIA; or the individual who will go under light cover in one form or another in a mission abroad [REDACTED]

25X1A [REDACTED] and will be utilized in a capacity where he will have quite a bit of knowledge and information--those employees, called Staff Employees, are security approved by this particular branch. If the approval is all right, the particular branch signs off on it with the name of the division and the office, and that's a completed action. However, since security disapproval is quite a terrific thing, especially if it affects any of us individually, we would want to be assured that every action that could possibly be taken to resolve any doubt of a security risk would be taken before we as individuals would want to be adjudged as a security risk. We show you that that is done, that all full investigations are conducted, evaluations are made and a review by a section chief, by a branch chief, by the executive division chief, a division chief, and finally by the Director of Security before any disapproval action is taken. So you can see that Security not only has the role to disapprove people or approve people; it also has the responsibility that goes along with it. Once a person has been disapproved, especially for use by this Agency, insofar as the Federal Government is concerned, we have taken quite a terrific and serious action in relation to the individual. Those responsibilities in relation to staff employees are a responsibility of the Personal Security Branch in the Security division for the approval, and then on the other side, from the standpoint of disapproval, it goes up through the chain of command. The reason I point out some of these little things in relation to the approval and disapproval is that when we as Case Officers, as support people, etc., are going to want to utilize an individual, that we ourselves have to serve as more or less security officers in our own right, because there's a lot of information which never gets reduced to writing, which is about [REDACTED]

SECRET

SECRET

Approved For Release 2001/03/02 : CIA-RDP78-03362A000800010002-8

- 8 -

to the Security Office so that it may be considered with other information, and proper evaluations can be made as to whether or not Joe Doakes, who may have applied for a job, would actually be a good candidate. During the evaluations and considerations of this particular branch, all of the known places of information are tapped and that includes individuals who would be working for us or not working for us. When you run an operation yourself, or, likewise, when any of your subordinates or superiors run an operation themselves, a system of evaluations based upon full facts and information should be used--less flaps will occur and we'll have more successful operations. The branch also provides for exit interviews of staff employees. When a person leaves the Agency, he has certain responsibilities to the U. S. Government, to himself as a citizen of the U.S., and to other individuals. He has, by virtue of being with this unique Agency, been entrusted with certain types of information; he is given thorough briefing as to his responsibilities, and any questions which he may have are answered at the time of his leaving the Agency. That also is the function of this particular branch. Also, when a person is going to an overseas operation, the Central Processing part of the Personnel Office has a security representative who discusses with people who are about to go abroad certain of the security aspects in relation to their trips and offers appropriate guidance and advice. This branch is one of the branches in which the CE Officer, whom I was mentioning a little bit ago, reports. He reports through the Security Research Staff--also into the Special Security Division, where we have a CE Officer and, between the two CE Officers and the overall CE function of the Office, coordination is made with Staff C, with the Federal Bureau of Investigation as need be in relation to activity in the Agency.

Approved For Release 2001/03/02 : CIA-RDP78-03362A000800010002-8

SECRET

- 9 -

think practically everyone in the room has had the pleasure of going to Building 13 for an interview. I see some smiles on some of the faces here. It is another important link in the overall security protection of the Agency. I've talked to people who said, "I knew that I was coming in, but that's the last thing in the world that I thought of, or that even entered my mind." It is something that the Agency does utilize, and, as you realize, important among the activities of this Agency in the security field. We try to take every precaution to protect the government programs which have been given to this Agency and to protect the individuals who work here. One of the devices used to do this particular operation—the polygraph operation—is utilized in this country and abroad for operational purposes.

The next branch that we have on our chart is the Inspection Division and each one of these points could be discussed for hours and hours at a time, as you know. I'm trying to give you a bird's-eye view of what this whole operation is, what it looks like, and what it tries to do for you as individuals in the Agency. The next division is the Inspection Division and its title just about implies what it does—it runs inspections in this country and anyplace else that the Director of Security or the head of the Agency desires that something be inspected. If perhaps some men go to South America, as Directors of some sort of work in another government agency, they might want to run a plant survey or something in the foreign country to see what security devices are there for the protection of particular plants, industry, what-have-you. This particular Inspection Division will go out and do this. It has done several surveys; it has people in various parts of the country at any given time looking over the facilities of contractors that do business with this Agency. If we want to let a classified contractor do a given operation

SECRET

of private industry, you know, we know, that we'd like to have the thing as secure as possible. We'd like to know with whom we're dealing, what their financial condition is; and if we are running a project or a program involving a huge sum of money, the particular target that we are trying to get at on a specified time is of utmost importance. The phasing and timing of that operation would also be of much importance. Therefore, will we get delivery in time from this particular company? What are the risks involved? Our office, working with the Logistics office of the Agency, will make adequate determinations to see whether or not this company or that company should get the award, and thereby keep the security aspects to a minimum and yet deliver the commodities which are far-reaching, that this Agency has to get. Actually, they're sure that they get these to the right place, at the right time, and not too little or too late as we have seen at some time in our life in some other type of operation. That, in a very few words, is the function of the Inspection Division. I think you can let your mind go at random--any type of inspection function that this particular division does.

The last division that we see here is the division of which I am a part, and it, you might say, is the covert arm of the Security Office. I mentioned that the Security Division here on the chart has to do with covert and light cover employees. The word "special"--I think everytime those who have been around here for some time see that word, they know that there's something unusual about it--that it's either a deep-cover operation or something else, but if it has the word "special" on it--that's it. Well, that's what this particular division is--it's a Special Security Division. It's the covert arm

25X1A

~~SECRET~~

all investigations regarding anyone who is going to be employed by this Agency, whether they be open, light cover, deep cover, or whatever they happen to be. But the evaluation function as to whether an open employee or a light-cover employee should be used rests with the head of this Security Division that we talked about just a minute ago. Now, the Special Security Division conducts the investigation in regard to or based upon which such evaluations will be made. The Special Security Division, in addition to conducting investigations on open and light-cover people, conducts investigations on people who are going to be used by the Clandestine Services or by other components of the Agency under deep cover. And, in addition, on certain of those cases, it makes a recommendation for or against use. But the four main functions, you might say, of the Special Security Division, are clearances, support, cover, and important investigations. In order to carry out these four main functions, there are three branches involved: an Operations Branch, a Special Referral Branch, and a Cover Branch. The Operations Branch, acting in the name of the Chief of the Division, submits all assignments to [REDACTED] offices, receives the end-product of those assignments, conducts necessary evaluations on covert cases, either approves the use of an individual covert-wise for the Agency, or recommends to the Deputy Director for Plans on certain types of cases that the person should or should not be used. The matter then goes up to the top through the chain of command--the Supervisor, the desk Chief, the deputy chief of Operations, chief of Operations, into the division channels, and up into the Director of Security. Again a disapproval is something very serious, and is given all considerations that it deserves. In addition, this particular branch has to do with clearance functions and support. Now, the support thing, I think, is one of the things which would

interest you most, because this group is comprised, as I understand it, of

SECRET

25X1A

~~SECRET~~
12

people who have been here for some time, as case officers, operations officers, as staff specialists in various compartments of the Agency, in the Support field. You will be interested in what this outfit can do that would be of immediate benefit to you in an operation. There are many things that can be done. We have a section of the Office that is devoted exclusively to Support

25X1A

of this is not our method of doing it, but that if you have a problem—something you want to get done, or other people that you know that you talk to from time to time—if it's that type of problem, put it before the Security Office. Take it through your channels, whatever they might be, if you're in the Support field, or DD/P complex, Commo, training, or wherever you might be, ask your security man, ask your administrative officer whether there is any facility for doing thus and so. If the problem is given to us, we'll see that it's carried out in a secure, expeditious manner, and we hope the most effective manner for your purposes. That's one thing. Other programs which the Office, this branch, conducts are couriers, escorts [REDACTED]

25X1C

[REDACTED] anything that you need in order to carry out your part in this Agency's

Approved For Release 2001/03/02 : CIA-RDP78-03362A000800010002-8

~~SECRET~~

SECRET

- 13 -

operations. If you have a doubt, if you're stuck on something--not that we're know-it-alls, but it has been proven that certain things can be done to your advantage and save time, where, in an overseas operation you have the restrictions on communications, transportation, and a lot of things, we do not have them to the same extent here in the U.S. We do have certain handicaps. We all do in this particular type of endeavor, but not to the extent that you have overseas. Things can be done, they can be done rapidly. Basically, that's what the operations branch of this Special Security Division does.

25X1A The next branch is the Special Referral Branch, which is like a field office, yet it's a headquarters, if that makes any sense to you. None of our [REDACTED] We have to have somebody recognized as working for CIA, so we have a group here who carry CIA credentials, some of whom no doubt have been around to speak to some of you. They do conduct all of the necessary checks within the Agency, a review of all of our records in the Records Integration Division, all of our CE records, and any records that might be in the Office of Collection and Dissemination, the Office of Scientific Intelligence, or anyplace else within the Agency where there might be information on a particular place about which it's a responsibility of this particular branch to obtain information. Whether it be by reviewing records, by personal interview, and whether the interview be with the messenger boy that goes through the halls or with the Deputy Director, the agents of this branch go out and conduct interviews. In addition, certain specialized liaison with other government agencies in security fields are conducted by agents of this branch. Some of our support work requires liaison in order to protect Agency operations, and certain of these Agents of this branch will conduct this liaison. Now, in addition, there's a field of endeavor that this branch is primarily responsible for carrying out, and that is certain escort functions.

SECRET

SECRET

- 14 -

If we have a person who is in one part of the world, and for some reason he should be in another part of the world, and there are certain security factors involved, this branch has been providing security escorts on various flights. Men have traveled—I imagine it's up into the millions of miles traveled now by agents of this branch. If there are people who are coming back, or certain groups of people, these agents will be on the plane. We have enough of them, with shots for the various parts of the world, documented, what-have-you, so that at the drop of a hat or a nickel or whatever you may—Joe, Paris tonight, Germany tomorrow, Japan the next day—it's routine. Agents are in a division and the security officer available as most of us are 24 hours a day, seven days a week, assignments can be anytime in the day or night and anyplace in the world. And naturally, in order to protect the security of the Agency you must have people who are documented to go anyplace. Agents of this branch plus agents of other branches, plus agents in the field, etc., are going to be there to provide such services. In addition, this branch conducts surveys in regard to any safe sites which we might be using. If you want to use a certain apartment or an office or a building, this division will run necessary surveys to see how the physical plant is, how it's protected, who's living next door, who's living above—anything that's necessary to determine whether or not you as case officers or support people should utilize the given location. There again is something that is done for the protection of security of Agency operations.

Well, the next branch is the Cover Branch of the Special Security Division. I'd like to say a few words about this particular branch and its operations. One, I think, you'll ask what cover is anyway. What does this outfit do? I think that you can say that cover is a mechanism by which we can live a life

SECRET

~~SECRET~~
- 15 -

that isn't associated with our official life in this Agency. This mechanism will permit each one of us who uses it to lead a normal life and answer questions of the day, to rent a house, to buy a car if we can afford it, and to answer the credit man inquiries that would come in. I see certain people here today who I know have been openly known in CIA as long as I. On the other hand, I see people who are not known to be connected with this Agency. Well, you just don't achieve that by saying, "I am not connected with this Agency." There has to be a lot of fact accompanying that. The story that we might come up with cover-wise could be very simple, and it should be very simple for the individual who is going to use it. It should be as nearly the truth as possible so it's easy to remember. But the mechanism that backstops this cover can be so complicated that 20 Philadelphia lawyers may not be able to figure it out. That's not for the individual to be concerned with—that's for this big piece of machinery that we have here in the Agency. It's job is to manufacture this type of thing, to make it simple for a person to lead a normal cover life, and at the same time, be able to answer routine questions of the day—church meetings or club socials or the like. Now, if we're going to be successful in any of our clandestine operations, I think we'll all agree that we have to have good security. If we have security leaks, then we get flaps, and our overall efforts are washed down the drain. We can't have good security in a clandestine^{operation} unless we have good cover. So to have a good operation, you have to have good security; to have good security in a clandestine field, you have to have good cover. It's up to each one of us, just as we are each security officers, to see that the cover that we may be using or someone else may be using is protected. I think one of the biggest things that can blow cover is talking unnecessarily, not judiciously applying the need-to-know principle. Sometimes in the hall you hear someone, walking from the cafeteria, someplace, you hear,

~~SECRET~~

SECRET

Approved For Release 2001/03/02 : CIA-RDP78-03362A000800010002-8

- 16 -

"Mary Jones, she's going out under this cover," and "Oh, it's such a nice station," and they just ramble on and on. Compartmentization in the intelligence field--the fewer people that know something, the fewer possibilities that there will be a leak. So in order to protect cover, I think it behooves each one of us to see that that is done, and any other place that we can spread the gospel from R & S throughout the Agency, I think that we all, in a positive way, can be helping to further the objectives of the Agency. Now, within the Agency, we have two types of cover. We have one type of cover which we could call official cover, and another which we call non-official cover. It's all official, whether it's official or non-official, if you know what I mean. It can either be governmental cover, private cover, but whatever it is, it should be authorized by competent authority within the Agency. Otherwise, we as individuals, if we try to utilize a cover that's not properly authorized, can get into serious trouble ourselves. Now, in addition to the two types of cover, there are degrees of cover. I think that light official cover would stand up under a commercial type of investigation and primarily hold 90%, or the majority of cases anyway, of the administrative support that is provided by this Agency. However, where we have deep cover, I would say that that type of cover should stand up under investigation. Period, amen. And one other factor--almost a hundred percent--just the reverse if the support is rendered by the host agency, individual, whoever is providing the cover for us. Otherwise, if it weren't that way, it wouldn't be deep cover. But, in addition to having people who are under official cover, non-official cover, light cover, various degrees of cover, we also have to have people who are known as open CIA employees. If we don't have any people who are open CIA employees, it looks kind of funny that we have a Central Intelligence Agency and a lot of buildings with no employees. Therefore, it behooves those who can and should

Approved For Release 2001/03/02 : CIA-RDP78-03362A000800010002-8

SECRET

~~SECRET~~
17

to say that they are CIA. But there again, that has to be determined on an individual basis, and it's up to the superiors of the individual and not to the individual himself to make such determination. Now, I'll run quickly over a few of the points here. Number one--needs for official cover. What are they? We need a base of covert operations, overseas or in the United States. Primarily, this would be for overseas for the need for official cover. Two, to satisfy public curiosity--saving face with a foreign government is very important at times. I know that at times it's a very important thing. Well, it's very important also, if we are running an operation in [REDACTED] and 25X1A6a there aren't supposed to be any American intelligence people there, yet they know that we have some people there, it's good for both them and for us to be able to deny that they are intelligence--to say that they are [REDACTED] 25X1C4a

25X1C4a [REDACTED] or something else. So that they can, more or less, kick out the unfriendly powers. To be able to save face is very important--also the utilization of official cover will help increase the difficulty to the opposition in detecting our deep cover operations. They're very important--overt function and overt entirely, but the important function of such an official cover mechanism overseas would be the collection of intelligence. I don't mean the truly deep clandestine collection of intelligence, but the collection 25X1C through the [REDACTED] etc., which would follow through our particular operations. Last and not least would be the very important channel of communications between headquarters and the field. You have to have a place where there's sanctuary to keep our various cryptographic devices and strategic equipment. [REDACTED] we do have 25X1C4a repositories where highly classified information can be obtained. We would not get that through any kind of unofficial cover--commercial, institutional, or educational. So one of the main things, I think, that we talk about

Approved For Release 2001/09/07 : CIA-RDP78-03362A000800010002-8

~~SECRET~~

SECRET

Approved For Release 2001/03/02 : CIA-RDP78-03362A000800010002-8

would be the unauthorized use of cover. We have many cases that show us that it just doesn't pay to use an unauthorized cover. It's been embarrassing--some of our people have almost gone to jail. They at least have their names down as a matter of record in various courts or U. S. Attorney's rosters for the rest of their days as impersonating Federal officers, [REDACTED]

25X1A

25X1C4a [REDACTED] or breaking cover of individuals overseas. One in particular that I know of occurred where there was a very deep cover operation. Two fellows were pals, travelling around together, and neither knew the other was CIA. The bottom of a letter overseas from the dear wife passed some information that she shouldn't have passed. The cover was blown. The two of them were under a very, very nice arrangement until that one little incident. The principle of need-to-know about a document can really effectively sabotage our programs, more than a lot of other things. If any of us know anyone that we think would like to come into the Agency, and you know that there is a particular spot in your part of the Agency, you don't know that the person sitting next to you wherever you are when you are tempted to discuss the possibility of this new employee might be reassigned tomorrow to different surroundings entirely. You don't know that it will be any concern of his tomorrow. It shouldn't be that in talking to someone else about recruitment for this Agency you jeopardize another's security. Because it may be that he has been pretty well keeping himself under wraps as far as the Agency is concerned; however, you know that he's CIA. There can be a lot of things that could not be blown security-wise through recruitment processes which may be happening at the present time. We can't tell, but that is just one of the things we have to be careful about. Now, just a very short word about briefing and debriefing.

Approved For Release 2001/03/02 : CIA-RDP78-03362A000800010002-8

SECRET

~~SECRET~~

his cover agency, know something about it, know who the head of the company is, or the organization or the government agency, and also know that when he comes back from this particular operation, he should know where the good and bad points of the particular operation were, so that through briefing or adequate debriefing we can find our mistakes, improve future operations, and put in certain good features which we have found in current operations. I think that we can waste a lot of time if we don't think in terms of cover when we start to plan a project for an operation. If we determine that we need to do something in principle, I think the very next thing to do is to determine how we are going to do it, and in thinking in terms of How, we should be thinking in terms of cover. I have seen some operations at the planning stage go on to points where they were at the bottom of the stage in implementation, and then think in terms of cover. By that time it was too late--two months of operational thinking and planning had been wasted. So I think that those detailed plans, cover-wise, before you get too far in the implementation stage of the project would be very beneficial and helpful. Now, in all these things, these ways in which the Security Office serves you, one of the easiest ways to be successful from the standpoint of Security is to apply the principle of need-to-know--added to the principle of compartmentization. If we apply those two principles, we should be able to reduce the number of security risks that we have at this time. Also, I tried to point out some of the services which are available through the Security Office. If you have a problem--in the field,

25X1C

escorts, payment of funds, couriers, anything at all--which you feel might better be handled by Security, check the administrative channels, and come to us--we'll listen to your problem, and see whether we can solve it for you. Let me say, we can't do everything. We have a limited number of

staffs, the same as everybody else. But we'll never turn your assignment down,

~~SECRET~~

~~SECRET~~

~~CONFIDENTIAL~~

or say that we can't do it until we've tried. We are here to be staff advisors to the head of the Agency, in the Security business, and primarily here to be of service to you as individuals in the Agency in the line of Security, etc.

~~CONFIDENTIAL~~